

# **The Leadership Association**

**AASCU 2008  
Delivering America's Promise**

### **Acknowledgments**

The editors wish to thank the public relations and marketing offices that submitted photographs for inclusion in AASCU's 2008 Annual Report.

### **Images**

Page 2: Masterfile; page 4: University of Central Florida; page 7: Towson State University (Md.), Western Kentucky University.

AASCU's Senior Research and Policy Advisor, Lesley McBain, developed the data slice illustrations on pages 15–16.

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November 2008

# The Leadership Association

There are many definitions of leadership. One particularly relevant to AASCU and its membership is “influencing to accomplish objectives.” And here, accomplishment is the key word.

Other association’s monitor and advocate on Capitol Hill. Other associations conduct studies and publish reports. Other associations meet with international groups and conduct national conferences. So does AASCU. But no other association has actually designed and lead programs over a significant period of time like AASCU’s programs in China. No other association has created a content program like the 1-2-1 program, now the largest Sino-US exchange program. No other presidential

association has designed and developed a national civic engagement project or a technology program that brings presidents and their teams together—effective programs that are accomplishing association objectives. In other words, AASCU not only represents its members, it works with them and for them. The leadership association that works.

This report provides highlights from 2008 of the association’s accomplishments through its advocacy, programmatic, and service efforts. It provides evidence that staff and members, working together, are a powerful force on behalf of public higher education.

# Delivering on Access

*We are institutions of access and opportunity. We believe that the American promise should be real for all Americans, and that belief shapes our commitment to access, affordability and educational opportunity, and in the process strengthens American democracy for all citizens.*



AASCU President Deno Curris addresses the membership at the 2007 Annual Meeting.



## Advocacy Leadership

Delivering on the promise of access and opportunity is a cornerstone of AASCU's advocacy priorities.

With assistance from the Council of State Representatives as well as individual members, AASCU championed the 2008 Public Policy Agenda recommendations that focused on four signature issues of interest to federal and state lawmakers: access, affordability, accountability and competitiveness.

AASCU was a leading voice in the enactment of the Post-9/11 Veterans Educational Assistance Act (a.k.a. the New GI Bill) and in the reauthorization of the Higher Education Opportunity Act of 2008 (HEOA), the major law governing federal student aid. These two pieces of legislation have transformed the federal higher education policy landscape. Included in both bills are several provisions that AASCU vigorously championed and which will ultimately benefit students enrolled at member institutions. HEOA highlights include:

- ▶ Implementation of the Pell Grant program on a year-round basis,

- ▶ Improved student loan counseling and transparency of the terms and conditions of private student loans,
- ▶ Improved graduation rate measurements, and
- ▶ Enhancements to student-veteran services and benefits.

Another HEOA provision for which AASCU provided advocacy leadership is the “state maintenance of effort.” This provision formally affirms the federal government’s recognition of the state role in providing adequate funding for public higher education by providing incentives to states to sustain funding levels or otherwise forfeit federal grant matching dollars. Efforts to federalize the accreditation process and credit transfer policies, which AASCU opposed, were not included in the final legislation.

While the massive bill will increase institutions’ data collection burdens, AASCU believes that the imperative for greater transparency and accountability will be greatly reinforced. Writing the rules and regulations associated with the HEOA will take many months, if not years, and AASCU will seek to play a vital role in the negotiations involved in their formulation.

# Advancing Accountability and Learning

*We are student-centered institutions. We place the student at the heart of our enterprise, enhancing the learning environment and student achievement not only through teaching and advising, but also through our research and public service activities.*



Carlos Hernández, President, New Jersey City University and Chair of the AASCU 2008 Board of Directors.



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University of Central Florida student in the university's Center for Research and Education in Optics and Lasers.

## Educational Reform

AASCU and the National Association of State Universities and Land-Grant Colleges (NASULGC) launched the College Portrait™ website, a product of the Voluntary System of Accountability™, in September. It provides high school students, parents, guidance counselors and other stakeholders with access to basic, comparable information about student characteristics, costs, student experience and learning outcomes for 302 public four-year colleges and universities in a user-friendly format. Since unveiling the College Portrait™ report format and initiating the recruiting effort in November 2007, nearly 60 percent of the 520 member institutions of the two higher education associations have agreed to participate.

AASCU is advancing the student learning assessment project “Rising to the Challenge: Meaningful Assessment of Student Learning,” a continuation of the Voluntary System of Accountability™. AASCU is leading the initiative to develop a validated

**“Americans need to be able to understand how others see the world now more than ever. Likewise, international students better understand Americans who are not necessarily accurately portrayed in cinema and the media. The globalization of the world economy has now given new impetus to making good on the rhetoric about the importance of international studies and study abroad.”**

—Constantine W. Curris  
International Student Mobility Symposium  
Beijing, China

survey instrument that measures changes in student growth especially related to the development of competence in skills effective in the workplace and those related to civic engagement. Eleven campuses participated in the student growth survey field test in October.

The image shows a screenshot of the Voluntary System of Accountability Program™ website. The main heading is "Voluntary System of Accountability Program™ Undergraduate Education Reports". Below this, there are links for "Sign up for VSA" and "Frequently Asked Questions". A "College Portrait" logo is visible, with the text "Sponsored by AASCU & NASULGC". The main content area says "Welcome to the VSA online!" and "The Voluntary System of Accountability™". There are several news items on the right side, including "Wait the New College Portrait Website!", "VSA Participation Exceeds 300 & College Portraits Website is Launched!", and "National Student Clearinghouse Unveils Cohort Query". A large, semi-transparent overlay in the foreground reads "Advancing Accountability & Learning College Portrait www.voluntarysystem.org". At the bottom, it says "© Voluntary System of Accountability (VSA)" and "Sponsored by AASCU NASULGC".



education institutions interested in establishing cooperative relationships with AASCU universities, creating opportunities for program development, and student and faculty exchanges.

## International Engagement and Competitiveness

AASCU's connection with higher education in China continues to flourish. More than 100 members sent representatives as part of AASCU's annual October delegation to China for the Sino-American conference and Beijing Expo.

The 1-2-1 program is the largest undergraduate exchange program, between the United States and China, in the country. It has been recognized by the China Ministry of Education as a Program of Excellence, with 300 new students in the fall of 2008, the participation of 17 AASCU institutions and over 65 Chinese institutions involved. A total of more than 550 students are or have participated in the program.

In September nine presidents and chancellors participated in a presidential mission to Chile, where they met with the Minister of Education and officials from Chilean higher

AASCU continues to work with Liberia following an initial trip in 2007. The Liberia Minister of Education has asked AASCU to assist the country in redeveloping its higher education sector. This summer AASCU co-sponsored (with the Trustees of Donations for Education in Liberia) a faculty development institute at the University of Liberia.

In 2008 the AASCU Board of Directors authorized creation of a Commission on Presidential Leadership and Global Competitiveness. The Commission is developing strategy recommendations for AASCU presidents and chancellors to assure that their institutions remain competitive in today's global educational marketplace and

**"AASCU has focused significant attention and resources in an understanding of the vital importance of global education to our country. At the very foundation of our mission is awareness that an educated citizenry here and around the world benefits all humanity."**

—Carlos Hernández  
President, New Jersey City University  
and Chair of the AASCU 2008 Board of Directors



that students have the skills and multicultural understandings they will need to work within a globalized society. They will complete their work in 2009.



Under the guidance of professor Margaret McCormick, a nursing student practices in the Towson nursing skills lab.

## Recognition for Excellence

Towson University (Md.) and Western Kentucky University are the 2008 recipients of the Christa McAuliffe Award for Excellence in Teacher Education. Towson University is being recognized for its Professional Development School Network. Through outreach to 115 school sites in metropolitan Baltimore, the network seeks to facilitate learning of P-12 students and improve the skills of in-service and preservice teachers. Western Kentucky University is being recognized for its Teacher Education Preparation Programs and its groundbreaking work developing and utilizing Teacher Work

Sample data. Their unique program utilizes the Kentucky Core Content standards and reports P-12 student progress based on assessment aligned to those standards.

The purpose of the award is to recognize excellence in teacher education programs and to advance the field of teacher education by identifying promising practices and critical issues related to measuring the impact of programs on teacher candidate knowledge and the impact of these teachers on pupil learning.



Western Kentucky University student Kari Ward works with youth during the Center for Gifted Studies "Super Saturdays" program.

# Engaging for the Public Good

*We are “stewards of place.” We engage faculty, staff and students with the communities and regions we serve—helping to advance public education, economic development and the quality of life for all with whom we live and who support our work. We affirm that America’s promise extends not only to those who come to the campus but to all our neighbors.*

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Diane Rogers, chief economist with the Concord Coalition, talks to faculty involved in the America’s Future initiative.



Faculty participating in the Stewardship of Public Lands seminar at Yellowstone National Park.



## Stewards of Place

AASCU's commitment to and leadership of civic and regional engagement initiatives continued in 2008. The Presidents' Symposium on Regional Stewardship was held April 20–22 in Covington, Kentucky, in partnership with the office of President James Votruba at Northern Kentucky University. Twenty presidents, chancellors and system heads participated in workshops that focused on three areas: president/chancellor leadership within the institution to align regional stewardship as a priority, positioning the institution for an enhanced leadership role in the broader community, and approaches for creating public policy that supports an invigorated stewardship agenda.

Another outcome of AASCU's leadership efforts was the inclusion of a newly authorized rural development program in the Higher Education Opportunity Act. The legislation authorizes competitive grant awards to rural colleges and universities to work in partnership with other agencies to encourage increased college enrollment rates in rural areas, economic development activities, and student participation in academic programs that lead to careers of a high-need in rural areas. The program has not yet been funded, and AASCU will ask its members for assistance in convincing Congress to include some funding for this key AASCU initiative in fiscal year 2009.

**“... for those of us whose lives have been intertwined with public universities, stewardship is more than an option. It is the sine qua non of our existence. It is integral to fulfilling our responsibilities to the public. It flows from our heritage, and complements our student-centeredness. The involvement of students in our work enriches their educational experiences and helps fulfill the vision that our graduates have not only the preparation for economic success, but they also have developed the ethical compass and civic commitment to ensure that our country and its democratic traditions survive and thrive”**

—Constantine W. Curris  
Inauguration of Earl H. Potter III  
President of St. Cloud University  
September 2008

## Initiatives of Public Purpose

The American Democracy Project (ADP) created two new civic engagement initiatives in 2008:

- ▶ America's Future, which focuses on fiscal responsibility, the national debt and citizen obligations, involves nine campuses in pilot programs that look at the fiscal health of America.
- ▶ Civic Agency emphasizes giving undergraduates the skills necessary to become effective agents of democratic change. The goal is to integrate citizenship with the core curricula in fields such as teaching, business and health so that students will have the skills and confidence to make ongoing civic contributions as professionals and as members of their communities. Sixteen campuses are participating in this initiative.

ADP initiatives that continued in 2008: the 4th annual Stewardship of Public Lands Seminar at Yellowstone National Park had 22 participants from 14 AASCU campuses.

The Deliberative Polling® initiative held its second training institute at Stanford University in September. Deliberative Polling® employs social science to see what people would think about an issue if they became more engaged and informed.



Participants in the American Democracy Projects' Deliberative Polling® initiative.

# Supporting Institutional Leadership and Advancement



## Leadership Development

The Millennium Leadership Initiative experienced major changes in 2008. By action of the AASCU Board of Directors, MLI was fully incorporated into AASCU. The MLI Executive Steering Committee continues to provide leadership and policy direction for the program. A senior staff position has been created in the office of the AASCU president for an MLI director and assistant to the president, whose role will be to recruit

new MLI members institutions, coordinate planning for the MLI institutes and secure additional program resources. Also new in 2008, MLI is the recipient of generous sponsorship of the American Academic Leadership Institute (AALI) and now enjoys the support of the National Association of State Universities and Land-Grant Colleges, the Council of Independent Colleges and the Coalition of Urban and Metropolitan Universities.

## Trends and Issues

AASCU's *Perspectives* series, which is developed by the Division of Government Relations and Policy Analysis, focused on issues crucial to university leaders and the students they serve. *When Johnny [or Janelle] Comes Marching Home: National, State and Institutional Efforts in Support of Veterans' Education* which provided an overview of veterans' education issues on the national, state, and institutional level as well as examples of innovative campus-based and organizational efforts to assist veterans and their families in utilizing GI Bill benefits and making the transition from combat to campus. *Balancing Student Privacy, Campus Security, and Public Safety: Issues for Campus Leaders* presented background information on student privacy and campus security and reviewed best practices that college and university leaders should consider helping ensure that a system is in place to simultaneously maximize an open community and manage public safety preparedness and responsiveness.

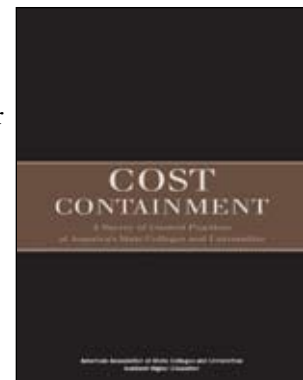
In 2008 the *Policy Matters* briefing series addressed key issues, offering informed observations and best practices on a range of



institutional and state policies and programs. Titles included:

- ▶ *State Colleges and Universities and the 2008 Elections;*
- ▶ *Tapping State College Research and Development Capacity in Support of State Economic Development;*
- ▶ *Concealed Weapons on Campus: The Pursuit of Individual Liberty and Collective Security;*
- ▶ *Enhancing College Student Success Through Developmental Education;*
- ▶ *The State College Role in Advancing Environmental Sustainability;*
- ▶ *The Public Realities of Private Student Loans, and*
- ▶ *The Top 10 State Policy Issues for Public Higher Education in 2008.*

AASCU published *Cost Containment: A Survey of Current Practices at America's State Colleges and Universities*, a collaborative effort of the association, participating AASCU members and SunGard Higher Education. The report generated valuable insights into strategies proven effective



in restraining institutional spending and achieving cost savings.

## Service and Value

AASCU's commitment to professional development for members and those who support their work continued unabated in 2008. In response to commercial influences and member concerns, AASCU has undertaken the following:

- ▶ **Access:** With the elimination of many regional airline routes, AASCU will increase efforts to locate meetings and conferences in more accessible sites.
- ▶ **Sustainability:** Meetings were "greener" in 2008, with concerted efforts to leave a lighter imprint on locations and use fewer resources in producing meetings. When appropriate, web-based conferences or other technologies have replaced in-person meetings.
- ▶ **Efficiency:** An online secure registration system is now in place, making electronic transactions immediate, secure and seamless for participants.

**"AASCU's Academic Affairs meetings have been most extraordinarily helpful to me in terms of cultivating my knowledge, exchanging information with colleagues, bringing new ideas back to my institution, and revitalizing my persona."**

—Liz Grobsmith  
Provost  
Northern Arizona University

- ▶ **Economy:** AASCU has always worked to provide high-value meetings for members while controlling expenses. The 2008 Annual Meeting registration fee is less than in 2007, and hotel fees have remained low in spite of regular increases in the hospitality industry.

A new Task Force on Sustainability is aimed at helping presidents and chancellors provide effective campus and community leadership on issues of sustainability. It is examining three areas: defining the sustainability challenge among AASCU campuses and their communities, identifying noteworthy initiatives and practices, and recommending programs, policies and presentations for campus leaders and for AASCU. A symposium was held at the Annual Meeting. The group will offer recommendations in 2009.

# Who We Are

AASCU's 430 public college and university members are found throughout the United States and in Guam, Puerto Rico and the Virgin Islands. We range in size from 1,000 students to 48,000. We are found in the inner city, in suburbs, towns and cities, and in remote rural America. We include campuses with extensive offerings in law, medicine and doctoral education—as well as campuses offering associate degrees to complement baccalaureate studies. We are both residential and commuter, and offer on-line degrees as well. Yet common to virtually every member institution are three qualities that define its work and characterize our common commitments.

- ▶ We are institutions of access and opportunity. We believe that the American promise should be real for all Americans, and that belief shapes our commitment to access, affordability and educational opportunity, and in the process strengthens American democracy for all citizens.
- ▶ We are student-centered institutions. We place the student at the heart of

our enterprise, enhancing the learning environment and student achievement not only through teaching and advising, but also through our research and public service activities.

- ▶ We are “stewards of place.” We engage faculty, staff and students with the communities and regions we serve—helping to advance public education, economic development and the quality of life for all with whom we live and who support our work. We affirm that America’s promise extends not only to those who come to the campus but to all our neighbors.

We believe that through this stewardship and through our commitments to access and opportunity and to our students, public colleges and universities effectively and accountably deliver America’s promise. In so doing we honor and fulfill the public trust.



# Students

Over 3.8 million students attend AASCU institutions, representing more than half of all students at public four-year institutions and just over a third of all students attending four-year colleges and universities.

AASCU campuses educate a diverse group of students, including those traditionally underrepresented on college campuses. Seventy-seven AASCU schools have minority students comprising at least half of their student population. AASCU also represents 37 Historically Black Colleges and Universities and approximately 35 Hispanic Serving Institutions.

Among all public four-year institutions, AASCU schools educate approximately 57 percent of all minority students. This includes 68 percent of all African American students, 55 percent of all Hispanic students, 53 percent of all Native Americans and Alaskan Natives, and 41 percent of Asians/Pacific Islanders.

Following a nationwide trend of women outnumbering men on many campuses, women comprise approximately 58 percent of

all AASCU students. Full-time students make up approximately 71 percent of all AASCU students, compared to part-time students (approximately 29 percent). While the majority of AASCU students are full-time and in their teens and twenties, our members are charged with educating many nontraditional students. When looking at all public four-year institutions, AASCU educated 58 percent of all part-time students as of Fall 2007.

Note: All enrollment and degree data are from the U.S. Department of Education, National Center for Educational Statistics, Integrated Postsecondary Data Systems (IPEDS), Institutional Characteristics, Completions (2007) and Enrollments (Estimated Fall 2007) surveys.

**Figure 1. Total Enrollment by Race/Ethnicity and Gender at AASCU Institutions, Estimated Fall 2007**

Race/Ethnicity	Men	Women	Total
Native American/Alaskan Indian	14,318	22,814	37,132
Asian/Pacific Islander	88,818	103,819	192,637
African American Non-Hispanic	185,116	333,640	518,756
Hispanic	149,948	232,007	381,955
Nonresident Alien	63,384	57,369	120,753
Race/Ethnicity Unknown	97,457	126,623	224,080
White Non-Hispanic	1,033,272	1,383,725	2,416,997
<b>Totals</b>	<b>1,632,313</b>	<b>2,259,997</b>	<b>3,892,310</b>
<b>Total Minorities</b>	<b>438,200</b>	<b>692,280</b>	<b>1,130,480</b>

# Institutions

While all AASCU institutions work towards Delivering America's Promise, each school's mission, size, location and focus is different.

The estimated size of AASCU schools in 2007-08 ranges from 769 students at Mayville State University (N.D.) to 48,897 at the University of Central Florida. The estimated average population size is 9,484. Approximately 41 percent of AASCU schools are located in cities, another 43 percent in rural areas and towns, and 15 percent in suburbs.

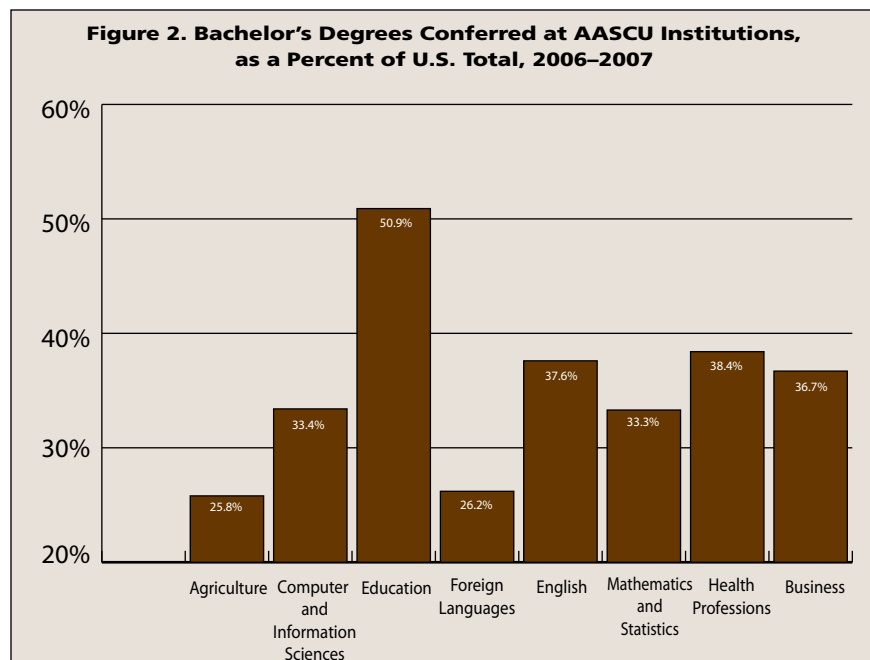
In the 2006–2007 academic year\*, member institutions awarded more than half a million baccalaureate degrees. This includes almost half of all bachelor's degrees in education

and over 25 percent of those in business and health professions (see Figure 2).

These degrees represent approximately 54 percent of all bachelor's degrees granted at public colleges and universities in the United States in 2006–2007. They include 41 percent of all bachelor's degrees across the country awarded to Black, Native American and/or Alaskan Native students. They also represent 38 percent of all degrees awarded to Hispanic students, 35 percent of all four-year degrees awarded to white students, and 28 percent of those awarded to Asian and Pacific Islander students.

\*Note: All enrollment and degree data are from the U.S. Department of Education, National Center for Educational Statistics, Integrated Postsecondary Data Systems (IPEDS), Institutional Characteristics, Completions (2007) and Enrollments (Estimated Fall 2007) surveys.

Most recent data available.



# Operating Divisions

## Academic Leadership and Change

creates leadership initiatives and develops academic programs for AASCU member institutions.

Leadership programming includes opportunities for presidents and chancellors, but principally addresses chief academic officers. The Division organizes two national meetings a year for academic officers, with a diverse set of topics including planning, faculty development, leadership, financial management and legal matters. A variety of other special meetings on emerging higher education issues are also offered, often designed for institutional teams.

Academic program development spans a wide range of topics, including technology, international education, teacher education, accountability, student success, and a number of other critical issues. Work on academic programs includes developing new initiatives, conducting research studies, undertaking analyses of current and emerging academic trends, and producing written monographs and reports. Some current projects include the 1-2-1 program, which brings Chinese students for two years of study in the United States; the development of the new Voluntary System of Accountability (VSA); The Christa McAuliffe Award, which promotes the use of evidence of learning outcomes to assess programs in teacher education; and the

American Democracy Project, a student civic engagement initiative involving more than 200 AASCU campuses.

## Communications

provides leadership for a strategic communications and marketing effort that advances AASCU goals and enhances understanding of and support for the distinctive contributions of its member institutions. The division manages AASCU's media relations program, creates print and electronic marketing materials, produces AASCU publications, represents AASCU on collaborative communications projects, and organizes initiatives that support members' marketing and public relations endeavors.



Communications manages the association Web site, [aascu.org](http://aascu.org). The site promotes information about member institutions, their people and programs; features association policy and programmatic priorities; highlights the analysis of federal and state policies; and presents AASCU initiatives and special reports.

The division produces the AASCU magazine *Public Purpose*. Its goal is to communicate the

mission and value of public higher education and to provide a national medium to feature distinctive programs at member institutions and to offer opportunities for members to share opinion/perspective on topical issues. *Public Purpose* is complemented by @aascu, the biweekly, Web-based newsletter that highlights current AASCU initiatives and features information from member campuses.

## **Finance and Operations**

provides fiscal management and general administrative support for the association including finance and accounting, human resources, management information systems, and facilities management.

The division oversees the investment of AASCU's assets in equity and bond trust mutual funds, and the investments of grant endowments provided by external organizations and/or foundations. Human Resources is responsible for hiring new employees and providing staff orientation, monitoring employee benefit programs, training and staff development, and ensuring compliance with all Federal and State EEOC, OSHA and Labor Department regulations. Management Information Systems is responsible for staff technical support and programming for all internal operations and strategic projects.

## **Government Relations and Policy Analysis**

analyzes and advocates legislative and policy issues affecting public higher education at both the state and federal levels. AASCU advocates on behalf of members, serves as a liaison between the association, federal policymakers and Congress, analyzes pending legislation, and arranges testimony by member presidents and chancellors before congressional committees and federal agencies. The association supports the presidents and chancellors who comprise AASCU's policymaking body—the Council of State Representatives. The council is responsible for helping to formulate and recommend the *Public Policy Agenda* to the association, and to assist AASCU in carrying out the agenda through contacts with stakeholders and members.

In response to member inquiries, AASCU provides tailored research and policy analyses. The association serves as a rich resource for data on issues pertaining to student enrollment, higher education finance, and student success, as well as state higher education policy and institutional best practices. The association assumes a lead role in coordinating the annual Higher Education Government Relations Conference, a unique partnership among four national higher education associations that brings together senior-level college, university and system government relations professionals to discuss

contemporary issues affecting postsecondary public affairs.

AASCU advances and supports the interests of urban and regional serving institutions located in underserved areas, provides economic and workforce development “best practices,” addresses the interests of members at rural and small-town colleges and universities by promoting their role in the revitalization of rural America, monitors and analyzes state policy trends and developments influencing public four-year institutions, and keeps members apprised of these developments.

## **Membership Services**

provides resources and professional development opportunities for presidents and chancellors. In addition, Membership Services facilitates member involvement in AASCU efforts such as participation on committees, commissions and task forces, as well as the Summer Council of Presidents and the Annual Meeting.

The association also supports conferences, workshops and meetings designed for senior administrators from AASCU institutions. Academic affairs executives, campus sponsored program administrators, government relations officers and communications administrators have unique needs that are met through a variety of AASCU meetings.

The New Presidents’ Academy, an intensive leadership development program that addresses the challenges chief executives face during their first two years in office, marked its 20th consecutive session with a record turnout of newly appointed presidents and chancellors.

2008 marked the integration of the Millennium Leadership Initiative (MLI) into the structure of AASCU. MLI encourages individuals from groups that are traditionally underrepresented in higher education to assess and acquire the skills needed to ascend to a presidency and diversify the highest levels of leadership teams at AASCU institutions.

## **The Grants Resource Center (GRC)**

is a premium service of AASCU, requiring an annual subscription fee in addition to AASCU dues. GRC helps institutions improve their success rates in applying for federal, state and private sponsored programs and research funding. Members receive 13 electronic publications a month, attend two Washington meetings each year, participate in numerous WebConferences, access customized assistance, and search for funding opportunities using the proprietary GrantSearch database. After more than 40 years of service, GRC remains the only not-for-profit agency providing pre-award grants and contract services to higher education.

### **The Spouse/Partner Program**

Provides a support network and two meetings a year, held in conjunction with AASCU's Annual Meeting and Summer Council, for presidential spouses/partners. The program also publishes a *Spouse/Partner Directory* that serves as a reference and resource.

### **Servicemembers Opportunity Colleges**

SOC is co-sponsored by the American Association of State Colleges and Universities (AASCU) and the American Association of Community Colleges (AACC). SOC functions in cooperation with 13 other higher education associations, the Department of Defense, and Active and Reserve Components of the military Services to expand and improve voluntary postsecondary education opportunities for servicemembers worldwide. SOC is funded by the Department of Defense (DoD) through a contract with AASCU managed for DoD by the Defense Activity for Non-Traditional Education Support (DANTES).

The SOC Consortium, comprised of more than 1750 college and university members, enrolls hundreds of thousands of servicemembers, their family members, and veterans annually in associate, bachelor's and graduate-level degree programs on school campuses, military installations, armories within the United States and overseas, and

through distance learning and learning assessment.

The SOC Degree Network System consists of a subgroup of SOC Consortium member institutions selected by the Army (SOCAD), Navy (SOCNAV), Marine Corps (SOCMAR), and Coast Guard (SOCCOAST) to deliver specific associate and bachelor's degree programs to servicemembers and their families. Institutional members of the SOC Degree Network System agree to special requirements and obligations that provide military students and their adult family members with opportunities to complete college degrees without suffering loss of academic credit due to changes of duty station.

SOCGuard, a SOC program for the Army National Guard (ARNG), helps the ARNG to develop partnerships with colleges and universities, provide support for Army National Guard strength maintenance activities, and advise and counsel Soldiers, Education Services Officers, and strength maintenance personnel on an array of education problems and issues.

In cooperation with the United States Army Recruiting Command (USAREC), SOC operates the Concurrent Admissions Program (ConAP) to increase college enrollment of Army recruits and reservists.

# 2008 Financial Statements

This annual report provides a comparative financial status of AASCU at fiscal year end June 30, 2008 versus fiscal year end June 30, 2007. AASCU continues to maintain its excellent financial condition while providing programs and services desired by its members. Membership support remains strong and supportive of all activities. Membership dues provided 36 percent of AASCU's total revenue and 80 percent of its general fund revenue. General Fund expenses represented 55 percent of the association's direct expenses. Allocation of indirect cost recovery reduced this percentage to 42 percent. Salaries and benefits represented 64 percent of the total expense base or a decrease of 1 percent to last year, reflecting position vacancies offset by increases in health insurance costs.

## Statement of Activities

		<b>FY 07</b>	<b>FY 08</b>
<b>Revenue</b>	Membership Dues	\$3,906,830	\$4,061,325
	Contracts/Grants	\$5,460,216	\$5,331,872
	GRC Dues	\$842,642	\$899,113
	Investment Income	\$1,041,342	(\$307,231)
	Meetings/Workshops	\$1,197,539	\$1,241,331
	Off. Adv. Public Black Colleges	\$38,432	\$37,110
	Other Revenue	\$52,261	\$142,217
	<b>Total Revenue</b>	<b>\$12,539,262</b>	<b>\$11,405,737</b>
<b>Expenses</b>	Salaries/Benefits	\$7,232,698	\$7,418,114
	Rent/Operations	\$298,927	\$69,241
	Depreciation	\$242,633	\$240,658
	Printing/Publications	\$478,291	\$556,911
	Travel	\$459,085	\$589,795
	Professional Fees	\$437,496	\$571,943
	Meetings/Workshops	\$734,174	\$749,181
	Debt Service—1307 New York Ave.	\$286,340	\$318,378
	Operating Expense—1307 New York Ave.	\$77,677	\$126,741
	Off. Adv. Public Black Colleges	\$38,432	\$37,110
	Inter-Association Activities	\$7,500	\$3,350
	Other Expenses	\$1,060,871	\$1,392,132
	<b>Total Expenses</b>	<b>\$11,354,124</b>	<b>\$12,073,554</b>
	Revenues/Expenses (gross)	\$1,185,138	(667,817)
	Plus/Less Net Asset (increases/decreases)		
	Nongeneral Transfers and Gains to Permanent Reserves and Other Funds	(660,568)	(599,512)
	<b>General Fund Net Assets Gain</b>	<b>524,570</b>	<b>(68,305)</b>

The decrease in net assets was created primarily by DCAA audit of AASCU's 2006 fiscal year amounting to \$645,686 when applied to fiscal years 2006–2008. AASCU is in the process of disputing the finding as DCAA ignored furnished documents invalidating many of their findings.

# 2008 Board of Directors

## Officers

- **Carlos Hernández** (Chair), President, New Jersey City University
- **Jolene Koester**, (Chair-Elect) President, California State University, Northridge
- **Muriel A. Howard** (Past-Chair), President, State University of New York College at Buffalo
- **James C. Votruba** (Secretary-Treasurer), President, Northern Kentucky University

## Directors

- **James H. Ammons**, President, Florida A&M University
- **Mickey Burnim**, President, Bowie State University, Maryland
- **Robert L. Caret**, President, Towson University, Maryland
- **Kenneth W. Dobbins**, President, Southeast Missouri State University
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- **Ruth Janssen Person**, Chancellor, University of Michigan-Flint
- **George A. Pruitt**, President, Thomas Edison State College, New Jersey
- **Michael Rao**, President, Central Michigan University
- **Bruce Shepard**, President, Western Washington University



# 2008 Leadership Committees

The following Chairs and Vice Chairs served from November 2007 to November 2008:

## **Committee on Economic and Workforce Development**

Chair: **Wilson Bradshaw**, President, Florida Gulf Coast University

Vice Chair: **Paul B. Beran**, Chancellor, University of Arkansas at Fort Smith

## **Committee on International Programs**

Chair: **Jorge Ivan Vélez-Arocho**, Chancellor, University of Puerto Rico, Mayaguez

Vice Chair: **Donald Betz**, President, Northeastern State University, Oklahoma

## **Committee on Policies and Purposes**

Chair: **Dorothy Leland**, President, Georgia College and State University

Vice Chair: **James L. Muyskens**, President, City University of New York, Queens College

## **Committee on Professional Development**

Chair: **Bruce W. Bergland**, Chancellor, Indiana University Northwest

Vice Chair: **Howard Cohen**, Chancellor, Purdue University Calumet, Indiana

## **Committee on Teacher Education**

Chair: **Robert V. Antonucci**, President, Fitchburg State College, Massachusetts

Vice Chair: **J. Michael Ortiz**, President, California State Polytechnic University, Pomona

## **Committee on the Undergraduate Experience**

Chair: **Livingston Alexander**, President, University of Pittsburgh at Bradford

Vice Chair: **Thomas L. Hallman**, Chancellor, University of South Carolina Aiken

## **Rural Coalition**

Co-conveners: **Robert R. Bell**, President, Tennessee Technological University

**Douglas D. Knowlton**, President, Dakota State University, South Dakota

## **Commission on Presidential Leadership and Global Competitiveness**

Chair: **Bruce Shepard**, President, Western Washington University

## **Task Force on Sustainability**

Chair: **John Haegar**, President, Northern Arizona University

## **African American Presidents**

Convener: **Mickey Burnim**, President, Bowie State University, Maryland

## **Hispanic Presidents**

Convener: **Rodolfo Arévalo**, President, Eastern Washington University

## **Asian-American Presidents**

Convener: **Beheruz Sethna**, President, University of West Georgia

## **Women Presidents**

Convener: **Ruth Janssen Person**, Chancellor, University of Michigan-Flint

## **Millennium Leadership Initiative (MLI) Steering Committee**

Convener: **Mickey Burnim**, President, Bowie State University, Maryland

# 2008 Council of State Representatives

- **Jolene Koester** (Chair), President, California State University, Northridge
- **Benjamin J. Allen**, President, University of Northern Iowa
- **Robert V. Antonucci**, President, Fitchburg State College, Massachusetts
- **Rodolfo Arevalo**, President, Eastern Washington University
- **Ruben Armiñana**, President, Sonoma State University, California
- **Peter Barr**, President, Glenville State College, West Virginia
- **Brad Bartel**, President, Fort Lewis College, Colorado
- **Robert R. Bell**, President, Tennessee Technological University
- **Al Bowman**, President, Illinois State University
- **Nancy Carriuolo**, President, Rhode Island College
- **Max Castillo**, President, University of Houston-Downtown, Texas
- **F. Javier Cevallos**, President, Kutztown University of Pennsylvania
- **Sally Clausen**, Commissioner of Higher Education, Louisiana
- **Howard Cohen**, Chancellor, Purdue University Calumet, Indiana
- **Richard Collings**, President, Wayne State College, Nebraska
- **John E. Counts**, President, Western New Mexico University
- **John A. Delaney**, President, University of North Florida
- **Antonio J. DiGiorgio**, President, Winthrop University, South Carolina
- **Jerry B. Farley**, President, Washburn University, Kansas
- **Juliet V. Garcia**, President, University of Texas at Brownsville
- **Jonathan C. Gibraltar**, President, Frostburg State University, Maryland
- **Eric Gilbertson**, President, Saginaw Valley State University, Michigan
- **Jo Ann M. Gora**, President, Ball State University, Indiana
- **John D. Haeger**, President, Northern Arizona University
- **Gary D. Hagen**, President, Mayville State University, North Dakota
- **Glen D. Johnson**, Chancellor, Oklahoma State Regents for Higher Education
- **Flavius C. Killebrew**, President, Texas A&M University-Corpus Christi
- **Douglas D. Knowlton**, President, Dakota State University, South Dakota
- **Robert W. Kustra**, President, Boise State University, Idaho
- **Jack Lassiter**, Chancellor, University of Arkansas at Monticello
- **Claudia A. Limbert**, President, Mississippi University for Women
- **Fred J. Maryanski**, President, Nevada State College
- **Allen C. Meadors**, Chancellor, University of North Carolina at Pembroke
- **Peter P. Mercer**, President, Ramapo College of New Jersey
- **F. Ann Millner**, President, Weber State University, Utah
- **John Minahan**, President, Western Oregon University
- **R. Victor Morgan**, President, Sul Ross State University, Texas
- **Barbara E. Murphy**, President, Johnson State College, Vermont

- **James L. Muyskens**, President, City University of New York, Queens College
- **Cheryl J. Norton**, President, Southern Connecticut State University
- **P. Kay Norton**, President, University of Northern Colorado
- **Richard Pattenau**, Chancellor, University of Maine System
- **Aaron M. Podolefsky**, President, University of Central Missouri
- **John Pugh**, Chancellor, University of Alaska Southeast
- **LaVerne E. Ragster**, President, University of the Virgin Islands
- **Judith A. Ramaley**, President, Winona State University, Minnesota
- **Stephen J. Reno**, Chancellor, University System of New Hampshire
- **Linwood H. Rose**, President, James Madison University, Virginia
- **Lisa A. Rossbacher**, President, Southern Polytechnic State University, Georgia
- **Michael Schwartz**, President, Cleveland State University, Ohio
- **Allen Lee Sessoms**, President, University of the District of Columbia
- **Ronald P. Sexton**, Chancellor, Montana State University, Billings
- **Mary Evans Sias**, President, Kentucky State University
- **Deborah F. Stanley**, President, State University of New York College at Oswego
- **Rose Y. Tseng**, Chancellor, University of Hawaii at Hilo
- **Robert A. Underwood**, President, University of Guam
- **Vaughn Vandegrift**, Chancellor, Southern Illinois University Edwardsville
- **Jorge Ivan Velez-Arocho**, Chancellor, University of Puerto Rico-Mayaguez
- **Philip C. Williams**, President, University of Montevallo, Alabama
- **Leslie Wyatt**, President, Arkansas State University System

# 2008 Members

## **Alabama**

Alabama A&M University  
Alabama State University  
Athens State University  
Auburn University Montgomery  
Jacksonville State University  
Troy University  
University of Alabama in Huntsville  
University of Montevallo  
University of North Alabama  
University of South Alabama  
University of West Alabama

## **Alaska**

University of Alaska Anchorage  
University of Alaska Southeast  
University of Alaska Statewide System

## **Arkansas**

Arkansas State University Jonesboro  
Arkansas State University System  
Arkansas Tech University  
Henderson State University  
Southern Arkansas University  
University of Arkansas at Fort Smith  
University of Arkansas at Little Rock  
University of Arkansas at Monticello  
University of Arkansas System  
University of Central Arkansas

## **Arizona**

Arizona Board of Regents  
Northern Arizona University

## **California**

California Maritime Academy  
California Polytechnic State University, San Luis Obispo  
California State Polytechnic University, Pomona  
California State University System  
California State University Bakersfield  
California State University Channel Islands  
California State University Chico  
California State University Dominguez Hills  
California State University Fresno  
California State University Fullerton  
California State University Long Beach  
California State University Los Angeles  
California State University Monterey Bay  
California State University Northridge

California State University Sacramento  
California State University San Bernardino  
California State University San Marcos  
California State University, East Bay  
California State University, Stanislaus  
Humboldt State University  
San Diego State University  
San Francisco State University  
San Jose State University  
Sonoma State University

## **Colorado**

Adams State College  
Colorado State University-Pueblo  
Fort Lewis College  
Mesa State College  
Metropolitan State College of Denver  
University of Colorado at Colorado Springs  
University of Northern Colorado  
Western State College of Colorado

## **Connecticut**

Central Connecticut State University  
Connecticut State University System  
Eastern Connecticut State University  
Southern Connecticut State University  
Western Connecticut State University

## **Delaware**

Delaware State University

## **District of Columbia**

Howard University  
University of the District of Columbia

## **Florida**

Florida A&M University  
Florida Atlantic University  
Florida Gulf Coast University  
New College of Florida  
State University System of Florida  
University of Central Florida  
University of North Florida  
University of South Florida Lakeland  
University of South Florida St. Petersburg  
University of West Florida

## **Georgia**

Albany State University

Armstrong Atlantic State University  
Augusta State University  
Board of Regents of the University System of Georgia  
Clayton State University  
Columbus State University  
Dalton State College  
Fort Valley State University  
Georgia College & State University  
Georgia Southern University  
Georgia Southwestern State University  
Kennesaw State University  
Macon State College  
North Georgia College & State University  
Savannah State University  
Southern Polytechnic State University  
University of West Georgia  
Valdosta State University

#### **Guam**

University of Guam

#### **Hawaii**

University of Hawaii at Hilo  
University of Hawaii System

#### **Idaho**

Boise State University  
Lewis-Clark State College

#### **Illinois**

Chicago State University  
Eastern Illinois University  
Governors State University  
Illinois Board of Higher Education  
Illinois State University  
Northeastern Illinois University  
Northern Illinois University  
Southern Illinois University  
Southern Illinois University Carbondale  
Southern Illinois University Edwardsville  
University of Illinois at Springfield  
Western Illinois University

#### **Indiana**

Ball State University  
Indiana State University  
Indiana University East  
Indiana University Kokomo  
Indiana University Northwest

Indiana University South Bend  
Indiana University Southeast  
Indiana University-Purdue University Fort Wayne  
Indiana University-Purdue University Indianapolis  
Purdue University Calumet  
Purdue University North Central  
University of Southern Indiana

#### **Iowa**

University of Northern Iowa

#### **Kansas**

Emporia State University  
Fort Hays State University  
Pittsburg State University  
Washburn University

#### **Kentucky**

Eastern Kentucky University  
Kentucky State University  
Morehead State University  
Murray State University  
Northern Kentucky University  
Western Kentucky University

#### **Louisiana**

Grambling State University  
Louisiana Board of Regents  
Louisiana State University in Shreveport  
Louisiana Tech University  
McNeese State University  
Nicholls State University  
Northwestern State University of Louisiana  
Southeastern Louisiana University  
Southern University at New Orleans  
University of Louisiana at Lafayette  
University of Louisiana at Monroe  
University of Louisiana System

#### **Maine**

University of Maine at Augusta  
University of Maine at Farmington  
University of Maine at Fort Kent  
University of Maine at Machias  
University of Maine at Presque Isle  
University of Maine System  
University of Southern Maine

**Maryland**

Bowie State University  
Coppin State University  
Frostburg State University  
Morgan State University  
Salisbury University  
Towson University  
University of Maryland Eastern Shore  
University of Maryland University College  
University of Maryland, Baltimore County  
University System of Maryland

**Massachusetts**

Bridgewater State College  
Fitchburg State College  
Framingham State College  
Massachusetts College of Liberal Arts  
Salem State College  
University of Massachusetts Boston  
University of Massachusetts Dartmouth  
University of Massachusetts Lowell  
Westfield State College  
Worcester State College

**Michigan**

Central Michigan University  
Eastern Michigan University  
Ferris State University  
Grand Valley State University  
Lake Superior State University  
Michigan Technological University  
Northern Michigan University  
Oakland University  
Saginaw Valley State University  
University of Michigan - Dearborn  
University of Michigan - Flint  
Western Michigan University

**Minnesota**

Bemidji State University  
Metropolitan State University  
Minnesota State Colleges and Universities  
Minnesota State University Moorhead  
Minnesota State University Mankato  
Southwest Minnesota State University  
St. Cloud State University  
University of Minnesota Duluth  
Winona State University

**Mississippi**

Alcorn State University  
Delta State University  
Jackson State University  
Mississippi State Institutions of Higher Learning  
Mississippi University for Women  
Mississippi Valley State University  
University of Southern Mississippi

**Missouri**

Harris-Stowe State University  
Lincoln University of Missouri  
Missouri Southern State University  
Missouri State University  
Missouri Western State University  
Northwest Missouri State University  
Southeast Missouri State University  
Truman State University  
University of Central Missouri  
University of Missouri at Saint Louis

**Montana**

Montana State University, Billings  
Montana State University, Northern  
Montana Tech of The University of Montana  
University of Montana Western

**Nebraska**

Chadron State College  
Nebraska State Colleges  
Peru State College  
University of Nebraska  
University of Nebraska at Kearney  
University of Nebraska at Omaha  
Wayne State College

**Nevada**

Nevada State College  
University of Nevada, Las Vegas

**New Hampshire**

Granite State College  
Keene State College  
Plymouth State University  
University System of New Hampshire

**New Jersey**

Montclair State University

New Jersey Association of State  
Colleges and Universities  
New Jersey City University  
Ramapo College of New Jersey  
Richard Stockton College of New Jersey  
Rowan University  
The College of New Jersey  
Thomas Edison State College  
William Paterson University of New Jersey

### **New Mexico**

Eastern New Mexico University  
New Mexico Higher Education Department  
New Mexico Highlands University  
Western New Mexico University

### **New York**

City College of New York, CUNY  
City University of New York  
John Jay College of Criminal Justice, CUNY  
City University of New York, Baruch College  
City University of New York, Brooklyn College  
City University of New York, Lehman College  
City University of New York, College of Staten Island  
City University of New York, Hunter College  
City University of New York, Medgar Evers College  
City University of New York, Queens College  
City University of New York, York College  
Farmingdale State College, SUNY  
Purchase College, SUNY  
State University of New York  
Empire State College, SUNY  
State University of New York at Fredonia  
State University of New York at Geneseo  
State University of New York at New Paltz  
State University of New York College at Brockport  
State University of New York College at Buffalo  
State University of New York College at Cortland  
State University of New York College at Old Westbury  
State University of New York College at Oneonta  
State University of New York College at Oswego  
State University of New York College at Plattsburgh  
State University of New York College at Potsdam  
College of Agriculture & Technology at Cobleskill, SUNY  
College of Agriculture & Technology at Morrisville, SUNY  
College of Technology at Alfred, SUNY

### **North Carolina**

Appalachian State University

East Carolina University  
Elizabeth City State University  
Fayetteville State University  
North Carolina A & T State University  
North Carolina Central University  
University of North Carolina at Asheville  
University of North Carolina at Charlotte  
University of North Carolina at Greensboro  
University of North Carolina at Pembroke  
University of North Carolina at Wilmington  
Western Carolina University  
Winston-Salem State University

### **North Dakota**

Dickinson State University  
Mayville State University  
Minot State University  
North Dakota University System Office  
University of North Dakota  
Valley City State University

### **Ohio**

Bowling Green State University  
Central State University  
Cleveland State University  
Kent State University Stark Campus  
Shawnee State University  
The University of Akron  
The University of Toledo  
Wright State University  
Youngstown State University

### **Oklahoma**

Cameron University  
East Central University  
Northeastern State University  
Northwestern Oklahoma State University  
Oklahoma Panhandle State University  
Oklahoma State Regents for Higher Education  
Rogers State University  
Southeastern Oklahoma State University  
Southwestern Oklahoma State University  
University of Central Oklahoma  
University of Science and Arts of Oklahoma

### **Oregon**

Eastern Oregon University  
Oregon Institute of Technology  
Portland State University

Southern Oregon University  
Western Oregon University

### **Pennsylvania**

Bloomsburg University of Pennsylvania  
California University of Pennsylvania  
Cheyney University of Pennsylvania  
Clarion University of Pennsylvania  
East Stroudsburg University of Pennsylvania  
Indiana University of Pennsylvania  
Kutztown University of Pennsylvania  
Lock Haven University of Pennsylvania  
Mansfield University of Pennsylvania  
Millersville University of Pennsylvania  
Penn State Altoona  
Penn State Erie, The Behrend College  
Penn State Harrisburg  
Pennsylvania State System of Higher Education  
Pennsylvania State University  
Shippensburg University of Pennsylvania  
Slippery Rock University of Pennsylvania  
University of Pittsburgh at Bradford  
University of Pittsburgh at Greensburg  
University of Pittsburgh at Johnstown  
West Chester University of Pennsylvania

### **Puerto Rico**

University of Puerto Rico  
University of Puerto Rico at Arecibo  
University of Puerto Rico at Bayamon  
University of Puerto Rico at Carolina  
University of Puerto Rico at Humacao  
University of Puerto Rico Cayey  
University of Puerto Rico in Ponce  
University of Puerto Rico Mayaguez  
University of Puerto Rico Rio Piedras

### **Rhode Island**

Rhode Island College

### **South Carolina**

Clemson University  
Coastal Carolina University  
College of Charleston  
Francis Marion University  
Lander University  
South Carolina State University  
The Citadel-The Military College of South Carolina  
University of South Carolina Aiken

University of South Carolina Beaufort  
University of South Carolina Upstate  
Winthrop University

### **South Dakota**

Black Hills State University  
Dakota State University  
Northern State University  
South Dakota Board of Regents  
South Dakota School of Mines and Technology  
University of South Dakota

### **Tennessee**

Austin Peay State University  
East Tennessee State University  
Middle Tennessee State University  
Tennessee Board of Regents  
Tennessee State University  
Tennessee Technological University  
The University of Memphis  
University of Tennessee  
University of Tennessee at Chattanooga  
University of Tennessee at Martin

### **Texas**

Angelo State University  
Lamar University  
Midwestern State University  
Prairie View A&M University  
Sam Houston State University  
Stephen F. Austin State University  
Sul Ross State University  
Tarleton State University  
Texas A&M International University  
Texas A&M University-Commerce  
Texas A&M University-Corpus Christi  
Texas A&M University-Kingsville  
Texas A&M University-Texarkana  
Texas Southern University  
Texas State University System  
Texas State University-San Marcos  
Texas Woman's University  
The University of Texas at San Antonio  
University of Houston-Clear Lake  
University of Houston-Downtown  
University of Houston-Victoria  
University of North Texas  
University of North Texas System  
University of Texas at Arlington



University of Texas at Brownsville  
University of Texas at Dallas  
University of Texas at Tyler  
University of Texas of the Permian Basin  
University of Texas-Pan American  
West Texas A & M University

#### **Utah**

Southern Utah University  
Utah System of Higher Education  
Utah Valley University  
Weber State University

#### **Virginia**

George Mason University  
James Madison University  
Longwood University  
Norfolk State University  
Old Dominion University  
Radford University  
The University of Virginia's College at Wise  
University of Mary Washington

#### **Virgin Islands**

University of the Virgin Islands

#### **Vermont**

Castleton State College  
Johnson State College  
Lyndon State College  
Vermont State Colleges

#### **Washington**

Central Washington University  
Eastern Washington University  
University of Washington, Tacoma  
Western Washington University

#### **West Virginia**

Bluefield State College  
Concord University  
Fairmont State University  
Glennville State College  
Marshall University  
Shepherd University  
West Liberty State College  
West Virginia Higher Education Policy Commission  
West Virginia State University  
West Virginia University Institute of Technology

#### **Wisconsin**

University of Wisconsin-Eau Claire  
University of Wisconsin-Green Bay  
University of Wisconsin-La Crosse  
University of Wisconsin-Oshkosh  
University of Wisconsin-Parkside  
University of Wisconsin-Platteville  
University of Wisconsin-River Falls  
University of Wisconsin-Stevens Point  
University of Wisconsin-Stout  
University of Wisconsin-Superior  
University of Wisconsin-Whitewater  
University of Wisconsin System

# AASCU's Operational Leadership

## **Academic Leadership and Change**

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## **Government Relations and Policy Analysis**

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## **Membership Services**

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Vice President  
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# Benefits of Membership

Membership in AASCU offers unique benefits designed to strengthen and support the public university presidency.

## ► **Exclusive meetings for presidents**

AASCU presents two meetings annually that provide presidents an opportunity to network and to focus on issues relevant to their presidencies and their institutional leadership.

## ► **Focus on State Relations**

AASCU is the only presidential association that focuses on state policy analysis and emerging trends and issues across the 50 states.

## ► **Member Advisories and Action Alerts**

AASCU provides regular and timely updates from Washington on key issues affecting our members and their students. Advisories and action alerts inform members about policy issues and seek their involvement in influencing legislation with their members of Congress.

## ► **Leadership and Professional Development**

Both leadership and professional development are a rich tradition in AASCU that includes an academy for new presidents, leadership renewal for veteran presidents and programs for those exploring the presidency. AASCU also offers programs to support and strengthen the presidential team.

## ► **Program Support for Civic and Regional Engagement**

AASCU's American Democracy Project and the association's work in developing the "stewards of place" concept have placed AASCU members in the leadership vanguard of these increasingly important movements. Both reinforce the public purpose of public higher education.

## ► **Programs for Spouses**

AASCU has long recognized the vital role of the presidential spouse and in doing so offers programming at both the Annual Meeting and Summer Council exclusively for spouses.

## ► **Engaging Members**

It is a long-established custom for AASCU members to be engaged in issues of national significance through their work in areas such as formulation of the Public Policy Agenda, Summer Council programming and committee and task force efforts.

## ► **Public Purpose**

The AASCU magazine presents a national medium that highlights members' distinctive contributions to public higher education and provides topical and timely commentary and analysis.



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